

**Marine Safety Office San Diego
Business Plan 2000**

GOAL 1: Reduce Marine Pollution and Marine Casualties from 1999 Data.

The number of oil spills are down ([graph 1](#)). The greatest oil spill sources are recreational and US Navy vessels ([graph 2](#)). Good downward trends are shown by both sources in [graphs 3 and 4](#).

Sub-goal 1.1: Increase and improve Reserve efforts in boating safety and environmental protection. (POPS)

Strategy 1.1.1 Further develop the Marina Program. (Re-establish competition in the Marina program, by publishing stats to all teams). Produce quarterly measures for reserve feedback.

Reservist CWO Pritchard took ownership of program and focused each team on their productivity through shared measurements ([graph 5](#)).

Strategy 1.1.2 Explore CME training and certification for reserves. Train wknd reserves in boating safety/cme.

Measures: # of oil spills by marina, sewage pump-out hrs, tenant contact rate, CME referrals/inspections, report on boating safety/environmental outreach/education efforts.

Marina spills are down from 1999 by 5% and from 1998 by 60%.

Sewage pump-out hours were only measured through February 00. The Auxiliary has been in charge of this and has again resumed monitoring the hours. Assuming we have continuous monitoring we will have a full year of data after 01. Clean Vessel Act Grant has been approved for SD with more \$ for pump-out maintenance. Auxiliarist Gus Davis reports that comparisons to a similar period last year showed a 50% increase in usage.

CME/VSC by reserves extensively researched. Received mixed signals from HQ on whether Reserves should be conducting VSCs. Determined that gains from this not worth our money for amount of time needed to train and maintain quals for VSCs. Continued many outreach/education efforts including; Fred Hall Boat Show, San Diego Boat Show, Day at the Docks, 77 Sea Partners Presentations (12,672 students, 206 hours), several Public Speaking events and several Congressional Staff visits.

Sub-goal 1.2: Participate in all joint Navy – USCG oil spill reduction efforts, including ROSWG, Operational Risk Management and Data Management Working Groups. (POPS)

Strategy 1.2.1 - Evaluate all transfer related spills and conduct root cause evaluations, forward results to ship class/commands.

Continued membership and attendance at all ROSWG mtgs. Root cause determined when possible on all USN cases. Continued to foster outstanding local relationship with the Navy. Navy is fully online with BOWTS. The Navy has spent millions on BOWTS, permanent boom systems, a new infrared oil spill detection system, and other initiatives. The ROSWG was recently awarded the Chief of Naval Operations Environmental Leadership award.

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Strategy 1.2.2 - Continue sampling protocol with Navy. Develop joint strategy with Navy to ID and reduce no-source spills at Navy facilities.

Strategy 1.2.3 – Develop a process to reconcile Coast Guard and Navy spill databases.

Measures: #/volume of Navy transfer related oil spills.

Unknown source spills have decreased in 2000 ([graph 6](#)). No action was taken to prevent double reporting to not discourage timely and accurate reporting. Solution was to group NRC reports into a single case when deemed the same spill.

Determined that all Navy spills will be looked at Vs just spills deemed transfer related. Navy spills for SD in 00 =129 cases for 5666 gallons spilled. ([Graph 4](#))

Sub-goal 1.3: Determine, through a cross-departmental approach, if oil in bilges aboard commercial passenger, tug, or fishing vessels is an industry/fleet wide problem in first quarter 2K. (If it is a problem, develop strategies that address the issue.) (POPS)

Measures: Track type of vsl/amount in bilge/how such slops are normally disposed of.

Accurate numbers are to time-consuming to gather. A qualitative approach was taken. Inspectors are not clearing vessels that have excessive bilge slops. Based on number of offshore spills/t-boat spills these are not significant. Total non-Navy spills =838 gallons of which 175 gallons were attributed to CVs. 390 gallons attributed to rec. boats, which aside from the USN are the most significant source of spills. ([Graph 2](#))

Sub-goal 1.4: Reduce allisions, collisions and groundings by tracking and evaluating incidents and developing solutions. Review every USCG and local LE report for lessons learned. Track incidents as they relate to problem areas, specifically Nav Aid issues. Develop improved waterway management systems as appropriate. (POPS & INV)

Strategy 1.4.1: Review every USCG and local LE report for lessons learned. Track incidents as they relate to problem areas, specifically Nav Aid issues. Distribute lesson learned using media, MSO web page and Coast Guard SAILS system.

Strategy 1.4.2: Develop improved waterway management systems as appropriate.

Measures: Track number of incidents and number/type of solutions.

Historical Nav Hazards continue to be a problem. SD submerged jetty still not permanently marked. OAN has not funded project. Project should go out to bid before end of FY01.

Collisions, allisions and groundings (navigation error casualties) on commercial vessels have remained fairly constant. ([Graph 7](#))

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Sub-goal 1.5: Ensure zero injuries, deaths and property damage to waterway users and spectators of Marine Events and other on water events. (POPS)

Strategy 1.5.1 - Analyze proposed activities and develop safety measures.

Strategy 1.5.2 - Evaluate events with lessons learned. Incorporate LL.'s into permitting process.

Measures: Track total number of activity types and number of related incidents.

No reported incidents during marine events in 2000.

Sub-goal 1.6: Actively implement ASD Inst for Rules of the Road Enforcement. (POPS)

Measures: Track number and type of Nav Rule violation and our enforcement/education efforts.

Port Operations wrote three civil penalty cases for rules violations; the cases are pending. We received approx. 10-12 reports of Rule 9 violations, proceeded with cases in all that had enough info to follow up on.

Sub-goal 1.7: Participate and monitor goal implementation of the four Colorado River working groups. Explore funding for increased USCG participation in boating safety efforts. (POPS)

Measures: # of incidents, # of incidents from on water operations, # of incidents on Colorado River (by primary target areas)

MSO San Diego creatively leveraged resources to address rampant problems at Lake Havasu on the Colorado River. The Coast Guard and local agencies faced a huge challenge with enforcing waterway management, navigation and public safety laws, particularly in an area called Blankenship Bend. On long weekends, heat, inexperience, excessive speed and reckless behavior often combined with drug and alcohol use, creating a pervasive climate of lawlessness with disastrous results. Gatherings of rafted boats at times measured in the thousands, encasing a core of lewd behavior. Earlier remedial efforts were ineffective. Area agencies (Mohave County and San Bernardino County Sheriffs, National Wildlife Refuge, CA/AZ Game and Fish, and the Colorado River Indian Tribes) looked for federal help; but resource constraints precluded a Coast Guard presence. In October 1999, MSO San Diego called a meeting with the Lake Havasu law enforcement and boating communities to discuss the issue. From this, four areas of study were identified. Following months of intensive workshops and studies, the group drafted proposals that were used by the state to enact new boating laws and inter-agency support agreements. Sunken Vessel issues were resolved. The ATON group led by D11(oan) initiated an area Waterways Analysis Management System study. The Boating Safety group adopted measures to address excessive speed and VHF communications problems. Most notably, the group created the impetus to close Blankenship Bend during peak periods, with positive early results. These actions vastly improved navigational safety and law enforcement coordination. Lake Havasu has also been chosen as the site of a national boating safety pilot study, a development for which the MSO's leadership has been credited.

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Sub-goal 1.8: Track CG efforts to establish unit readiness measures that use billeting, experience and training as criteria.

Readjusted goal to make staffing vs. external workload trends the bigger focus. Input to D11 via CO's conference readiness degradation report & JAN01 RSA inputs reiterated these opinions and recommendations. Won (Pm) and Area Commander Conference. Submitted resource proposal for more IO billets using large increases in external workload as justification.

GOAL 2: Improve Emergency Response Preparedness

Sub-goal 2.1: Further develop Activities ICS and Emergency Response capabilities. (POPS)

Strategy 2.1.1 - Design ASD OPCEN and IMC for ICS management of all emergency operations.

Strategy 2.1.2 - Train and develop all MSO personnel (w/special emphasis on Port Ops and select Activities personnel) for emergency response operations.

Measures: Conduct monthly emergency response exercises (oil – HAZMAT – fire – salvage). Participate 80% of industry and local agency led exercises – fully integrate into their ICS. Provide Shipboard Fam./fire fighting training to National City FD (A, B, C alarms). Upgrade oil boom response capabilities (mini response trailer, repair 24th St. trailer and exercise). Develop inspection criteria and conduct 100% evaluation of BOA Contractors.

Monthly drills were not possible due to staffing and workload constraints. Participated in 100% of known drills and exercises (MMST drill, industry table-tops, site verifications etc.). Re-instituted shipboard firefighter familiarization. Every 2nd Tuesday of the month PO Carlson takes fireman aboard cruise ship VIKING SERENADE for a familiarization tour. Mini response trailer ready for deployment. Large trailers still need to be serviced. Development of inspection criteria not completed.

ICS training conducted for all MSO folks and several Activities folks up to 200 level. Improved unit readiness by designating ICS petty officer that has updated org chart, breakout box and specific job descriptions. Advanced training continues where possible, OJT via forest fires continues.

GOAL 3: Eliminate Marine Casualties While Facilitating Mobility.

The number of Reportable Marine Casualties continues to increase as previously noted in our 5-year trend. (See [graphs 8, 9 & 10](#).) Error in navigation casualties (collisions, allisions & groundings) have remained fairly constant. ([Graph 7](#))

Adjusted by our inspected fleet size, the rate of increase of Marine Casualties is somewhat lower. While inspected fleet size is obviously not a perfect denominator, it is valid as our inspected fleet responsible for the majority of our casualties and it includes vessels on the lakes. The growth of our inspected fleet is similar to the growth noted in other waterway usage measures. (See [graphs 11 & 12](#).)

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Sub-goal 3.1: Analysis - Track and analyze available data for development of appropriate preventive solutions. (INV)

Strategy 3.1.1: Inventory available data; determine what data is needed for meaningful analysis; acquire needed data; compile all data into SWS3 accessible database. Target date is 31 July 2000.

Strategy 3.1.2: Research and evaluate analysis methods; determine which methods will produce the most useful analysis for San Diego data; complete analysis. Target date is 31 Nov 2000.

Strategy 3.1.3: Evaluate lessons learned from analysis; develop solutions/improvements based on analysis; determine further data and analysis needs. Target date is 31 Dec 2000.

Strategy 3.1.4: Publicize CY99 report and other appropriate data and findings using MSO web page and other appropriate means.

Strategy 3.1.5: Bring the maritime community into the Business Planning process by publishing it and/or posting it on the MSO website and inviting input.

We took great effort in finding, compiling, correcting and organizing our casualty data. Our final report was recently completed and distributed electronically at the unit. Strategy items 3.1.3 through 5.1.5, the fruits of our analysis, are still before us. I recommend we undertake this as a QMB.

Note: Considering (1) the staff hours it took to complete this analysis, (2) the flaws our end result contained despite our best efforts to "fix" the data and (3) the department's continuing workload v. staffing problems, I do not recommend repeating this subgoal in 2001. Alternately I recommend a smaller more focused analysis project such as an in-depth analysis of the 49 personnel casualties that occurred on inspected passenger vessels. [See [graphs 13, 14 & 15.](#)]

Sub-goal 3.2: Targeted Boardings - Continue the Targeted Boarding Program. (INSP & INV)

Strategy 3.2.1: Counsel Small Passenger Vessel operators during Coast Guard inspections. Teach how to conduct proper inspections.

Strategy 3.2.2 - Measure average number of deficiencies per vessel to determine program success and provide quarterly results to QMB.

Inspections counseled over 120 small passenger vessel operators on how to properly inspect and stow lifesaving, conduct internal ISM audits, report marine casualties, carry out man overboard and firefighting drills, etc. Did this through daily interaction during scheduled inspections and also during unannounced targeted boardings. Efforts increased Mariner's knowledge of U.S. safety regulations and helped pave the way for the upcoming Inflatable Buoyant Apparatus (IBA) regulatory changes that will apply to many of small passenger vessels operating in our AOR as of 11Mar01. (INSP)

This year 20 Targeted Unannounced Boardings were conducted on small passenger vessels within our fleet for the purpose of keeping pressure on owners to maintain their vessels in accordance with the terms of their Certificate of Inspection. The average number of deficiencies per boarding was .5, which is no change over the previous year. This is good news however, because it means more owners and operators are taking their responsibilities seriously and are

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maintaining their vessels safe 360 days a year. Since the inception of this program in 1997, the overall number of deficiencies discovered have come down by 75%. We plan on continuing this successful program next year. (See [graph 16](#).)

Strategy 3.2.3: Pursue letters of warning or civil penalty violations for deficiencies as appropriate.

Seven civil penalty cases were forwarded to the Investigations Department for non-compliance with U.S. regulations (Operating while past due for required dry-docks, operating w/expired lifesaving devices aboard, expired COD, non-compliance w/ISM Code).

Inspections continues to find deficiencies on their targeted boardings and Investigations continues to prosecute them. Our case backlog and lack of MV qualified investigators has proven problematic in some cases. The notice of violation (NOV) form has streamlined the Civil Penalty process for us. Getting more investigators on board and getting them MV qualified remains a major department priority. (INV)

Sub-goal 3.3: DAPI - Reduce or eliminate failed drug & alcohol tests on commercial vessels in San Diego. (INV)

Strategy 3.3.1: Aggressively & promptly prosecute all cases involving drug or alcohol use.

Strategy 3.3.2: Enforce timely drug and alcohol screening after marine casualties.

Strategy 3.3.3: Conduct 100% DAPI audits and pursue civil penalties when appropriate.

Strategy 3.3.4: Pursue drug awareness/affect education in maritime community.

As noted in [graphs 17 & 18](#), the San Diego AOR random drug test failure rate remains below the national levels. Investigations opened four new S&R cases for failed drug tests in 2000 and is prosecuting these ahead of other cases. Of particular note was the LaRoche case; the department prosecuted this failed drug test case very aggressively pouring extensive staff hour resources into it with positive results.

We noted good cooperation from marine employers in complying with serious marine incident drug and alcohol testing. Increased training of our MSDOs and education of marine employers seem to have contributed to our getting the necessary tests completed.

CY2000 has brought increased collaboration between the USCG and San Diego Harbor Police. SDHP is always ready to assist us in field sobriety testing, etc. Following up on the Kawakami BUI incident has further improved this relationship. We also joined SDHP on random boardings of suspected 6-pac operations.

While we have completed more DAPI audits than in any previous year, the number of vessels examined as a percentage is lower due to our success in finding more vessels and employers to check. (See [graphs 19 & 20](#).) So far all deficiencies noted have been corrected in a reasonable time, hence we have not yet had to pursue any civil penalties.

Our DAPI/Seal of Safety team emphasizes drug awareness education in their interactions with

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the maritime community. We also regularly distribute the D11 Chemical Testing Guide and our list of drug testing services. No new education programs were initiated in 2000.

Sub-goal 3.4: CFVS & UPV - Continue to increase the safety awareness of commercial fishermen. Maintain 1999 level of completed Commercial Fishing Vessel Safety (CFVS) inspections and continue to increase Seal of Safety decal program. (INV)

Strategy 3.4.1: Conduct informal pier visits regularly.

Strategy 3.4.2: Organize or participating in all available appropriate outreach events.

Strategy 3.4.3: Continue to monitor at sea boarding statistics to validate programs' effectiveness.

Strategy 3.4.4: Conduct CFVS training for local cutters and at Station SD.

As indicated in [graph 21](#), our CFVSE program has maintained the high 1999 level of completed exams.

As planned, our contact rate remained high by walking the docks and being available to the fishermen on a routine basis. We also participated in numerous maritime events such as boat shows, Day At The Docks, Recreational Boating Safety Day etc.

We have little data on fishing vessels boarded in our AOR. The WPBs are getting better at copying us on their OPSUMs and the vessels that are reported as being boarded have no violations for the most part. The CGCs Long Island, Tybee & Edisto boarded nine fishing vessels in 2000 noting one deficiency. Most of our fleet fish outside our AOR. There is no centralized database or feed back system in place for us to get information on our vessels boarded in other AORs.

We received two requests for Compliance Incentive Program checks ("fix it" program). This seems to be a better measure of our program's success as vessels in our AOR have a significant incentive to contact our office to clear deficiencies rather than pay a civil penalty. The Investigations Department has also started documenting the CFVSE status of all fishing vessels involved in any casualties. By documenting their status in a coded field, analysis of the program's results should be possible in the future.

In 2000, we trained the crew of Station San Diego, CGCs Tybee & Edisto and PAC TACLET in CFVS program elements.

Our Seal of Safety program continued its strong growth. (See [graph 19](#).) Our Seal of Safety/DAPI Team discovered 34 more uninspected passenger vessels businesses expanding our fleet about 20% to 172 vessels. 15 more vessels came into DAP compliance and an additional 31 vessels were issued Seal of Safety decals.

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Sub-goal 3.5: (PTP/Port Familiarity) *Develop Prevention-Through-People policy that provides a clear list of port familiarity requirements to small passenger vessels operating within San Diego Harbor and establish guidelines for educating mariners on port dangers and casualties. (INSP, POPS, INV)*

Strategy 3.5.1: Establish and periodically update a list of common port dangers and casualties.

Strategy 3.5.2: Discuss port dangers and findings of recent casualties and civil penalty violations trends with licensed Mariner's during statutory and unannounced vessel boardings. (INSP)

Strategy 3.5.3: Measure success through reduction in casualty stats on inspected SPV fleet. Provide quarterly updates at QMB. (INSP. & INV)

Strategy 3.5.4: Establish guidelines for educating mariners on port dangers and casualties. (INSP)

Strategy 3.5.5: Fully utilize the MSO San Diego website as a means of educating mariners.

Working jointly, all MSO departments were able to develop a safety bulletin that was mailed out and placed on our internet website that encompassed port dangers, upcoming regulatory changes, and finding of recent casualties. As agreed between department heads, this bulletin will be updated on an as needed basis, or yearly. We also established a MSO San Diego e-mail distribution list and used it once thus far to distribute information on the San Juan REC problem. (INV/INSP) 3.5.1, 3.5.2

This year we started separately measuring casualty statistics on our inspected SPV small passenger vessel (SPV) fleet. (See [graphs 13 & 22.](#)) The data shows that casualties in the fleet make up the bulk of our investigations and that personnel casualties are the greatest subset of casualties. (INV) 3.5.3

Starting 01Jan00 implimented program to educate mariners via word of mouth as general boarding procedure. Since three departments developed the safety bulletin, inspectors have been handing them out in the field. (INSP) 3.5.4

After initially building a good web site in 1999 we have not added to it on a regular basis outside of adding our press releases. We also just recently began using the MSO Home Page as a means to help mariners manage their inspection schedules, i.e., drydocks, COI's, RIN's. Our web site is receiving an increasing number of visitors; so we know people are looking. (See [graph 23.](#)) This is an area where we can do more to serve our customers better. We will be posting this report on the Coast Guard website.

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GOAL 4: Reduce Casualties on Long-Range Sport-fishing Vessels due to Crew Fatigue.

Sub-goal 4.1: Establish a focus group to identify problems and develop strategies to reduce human factor failures. (INSP & INVEST)

Strategy 4.1.1 – Invite key sportfishing members and MSO LA/LB (SAC, vessel owners, etc) to participate in focus group by 01Mar00.

Strategy 4.1.2 – Charter QAT w/industry or establish MSO NWG by 01Apr00 for meeting in MSO conference room.

Strategy 4.1.3 – Provide quarterly updates to QMB members on progress of QAT/NWG study group.

On 16 November 2001 a Quality Action Team (QAT) convened comprised of members from the Sportfishing Association of California (SAC), Arnold & Arnold Insurance Underwriters, & MSO's LA/LB & San Diego to study the affects of fatigue on the sportfishing community and to develop workable solutions to the problem. To date the QAT has developed a problem statement, root causes, and is in the midst of finalizing recommendations to OCMI LA/LB & OCMI San Diego.

Investigations placed extra emphasis on fatigue in our casualty investigations and are using the G-MOA "Fatigue Calculation" in all cases where fatigue was identified as a factor. This improved documentation will allow us to analyze our data for fatigue in the future. We also used our fatigue-related cases to educate other mariners. For example, as part of a settlement agreement we had the captain who grounded a passenger vessel make presentations on fatigue to his peers at safety seminars.

Sub-goal 4.2: Develop recommendations to OCMI from input of focus group. (INSP)

Strategy 4.2.1 – Provide OCMI recommendations by 01Sep00

Strategy 4.2.2 – OCMI gives feedback to QAT/NWG 01OCT00

Strategy 4.2.3 – QAT/NWG takes action on OCMI feedback/decisions as appropriate.

The group plans on presenting their findings and recommendations to OCMI's LA/LB & San Diego at the conclusion of the QAT on 24 January 2001. Members of SAC will be briefed on the QAT's outcome at their annual SAC seminars on January 30th in Oxnard, Ca, January 31st in LA/LB, and February 1st in San Diego, Ca.

GOAL 5: Take Care of our Human Resources.

Sub-goal 5.1: Provide opportunities for professional development. (POPS, INV, INSP)

Strategy 5.1.1 – Gather pertinent Coast Guard and unit training requirements. Target date: 29FEB

Data was provided on departmental qualification needs to POPS. From that a list of needed qualifications was developed for all departments. This task was completed by MSTC Puck.

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Strategy 5.1.2 – Query personnel for desired training.

Strategy 5.1.3 – Assess training and experience gaps after the PCS season.

Strategy 5.1.4 – Encourage and support inter-departmental training.

Investigations carefully assessed their personnel needs this summer and are continuing to pursue increased staffing of the department. As noted in [graphs 14 & 15](#), while our volume of cases continues to increase, we are struggling to keep up with the cases. This unit has the largest number of open cases in the Eleventh District.

The rotation of MST3 Lynn and BM1 Walker and our improved MSDO preparation are examples of our inter-departmental training. We are also working on bringing SN Mahsud into our department (a merchant mariner with a 2nd Mates license and years of experience on foreign freight & tank vessels).

Inspections worked with the MSO Training Officer routinely to get personnel to needed and desired schools. Secured 2 MIC quotas, Plan Review course, CVE course, SOHC course, 2 LAMS courses, CID course. We also request input from department members on “in-house training. Worked with XO, & ACID to assess training gaps. Came up with new training policy that serves as a tool to promote learning. New inspectors now know what to expect. Worked closely with department heads, Coast Guard cutters and Airsta to enable those interested in Marine Safety Field to experience inspection department functions. Had several personnel from local CG cutters, and one from MSO San Francisco visit department to gain a better appreciation for the types of inspections we conduct. Department helped 9 members within command qualify as MSDOs, T-boat inspectors, Control Verification Examiners and Machinery inspectors. Department is now very close to qualifying two more inspectors on t-boats.

Sub-goal 5.2: Encourage professional advancement.

Strategy 5.2.1 – Gather pertinent advancement requirements and due-dates for all enlisted

Strategy 5.2.2 – Conduct initial counseling to advise enlisted of their individual advancement requirements.

Strategy 5.2.2 – Remind personnel of advancement requirements on a monthly basis.

This is an ongoing project of the CEA.

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Sub-goal 5.3: Fully support and promote Work Life concepts. (CEA)

Strategy 5.3.1 – Gather basic medical, dental, and family services information. Target date: 29FEB.

Strategy 5.3.2 – Place information in common computer folder and e-mail “shortcut” to all hands.

Strategy 5.3.3 – Provide WL information to incoming personnel as an integral part of the in-brief process.

Strategy 5.3.4 – Make full use of OMBUDSMAN by ensuring the crew knows who she is, what her role is, and how to contact her.

The CEA has collected the basic data in a common folder. The search for an Ombudsman continues.

GOAL 6: Provide cost effective, state of the art IRM tools.

Sub-goal 6.1: Utilize Microsoft Office Suite (web-based training) to increase productivity.

Strategy 6.1.1 – Identify and acquire a source of IRM training on the web.

Strategy 6.1.2 – Develop a system to monitor and track usage of training.

The training is available, but until a training center is established tracking is not practical.

Sub-goal 6.2: Work in concert with Activities San Diego on broad-based IRM initiatives.

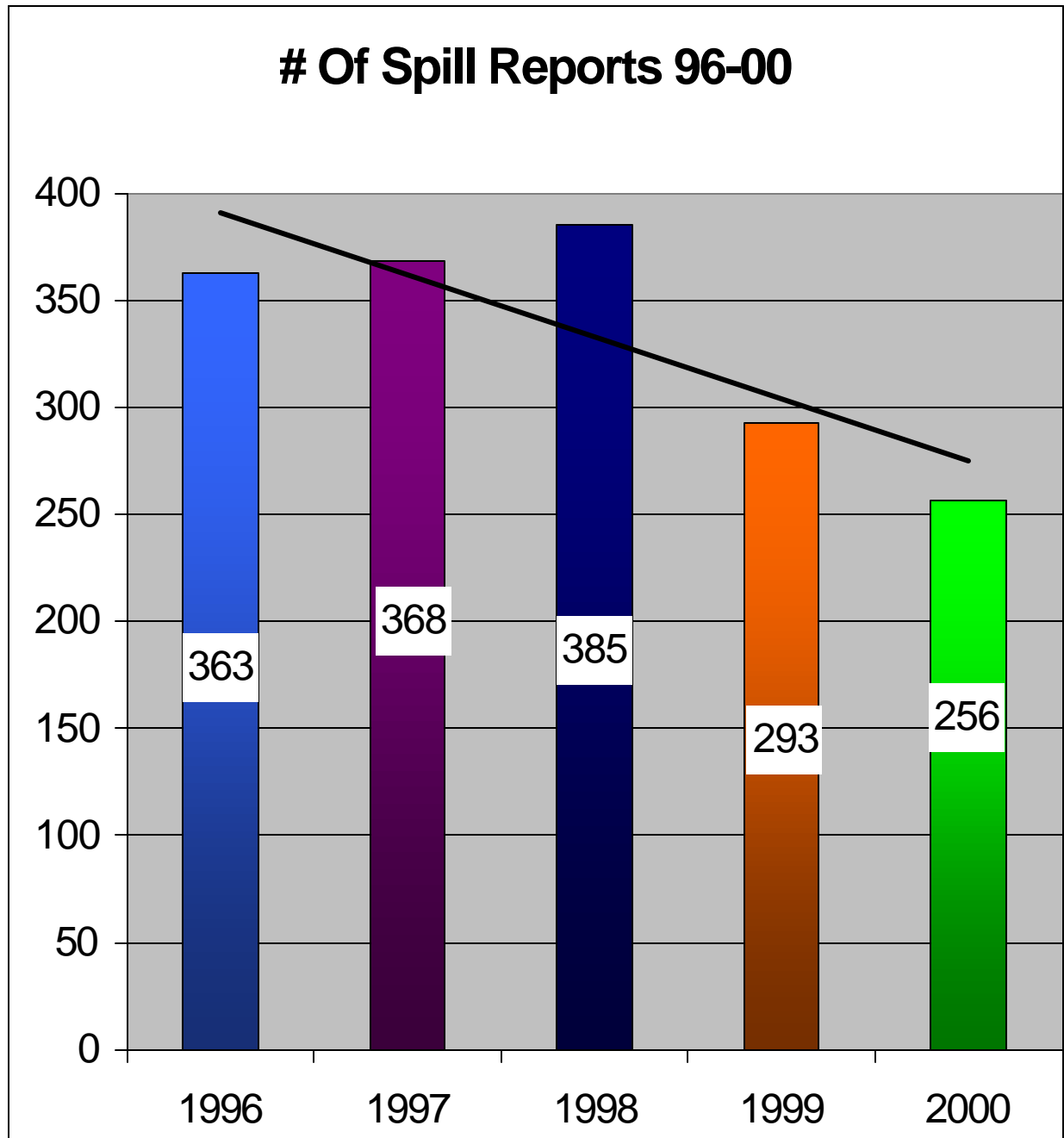
Strategy 6.2.1 – Develop a point paper for the Activities San Diego Executive Steering Committee promoting these and other IRM initiatives;

The point paper was submitted and Activities’ LT Melnick leads this project. With plan as follows:

- Create a SoCal IRM Steering Committee to share and develop ideas, build consensus and add impetus to broad-based IRM ideas.
- Apply for approval for non-standard software applications.
- Review Microcomputer Allowance Lists against up-to-date standards of IRM technology and update accordingly.
- Install computer drops in all Activities San Diego conference rooms and training rooms, for power point and other presentation purposes.
- Create a dedicated computer training room for use by all Coast Guard units in the region.
Etc.

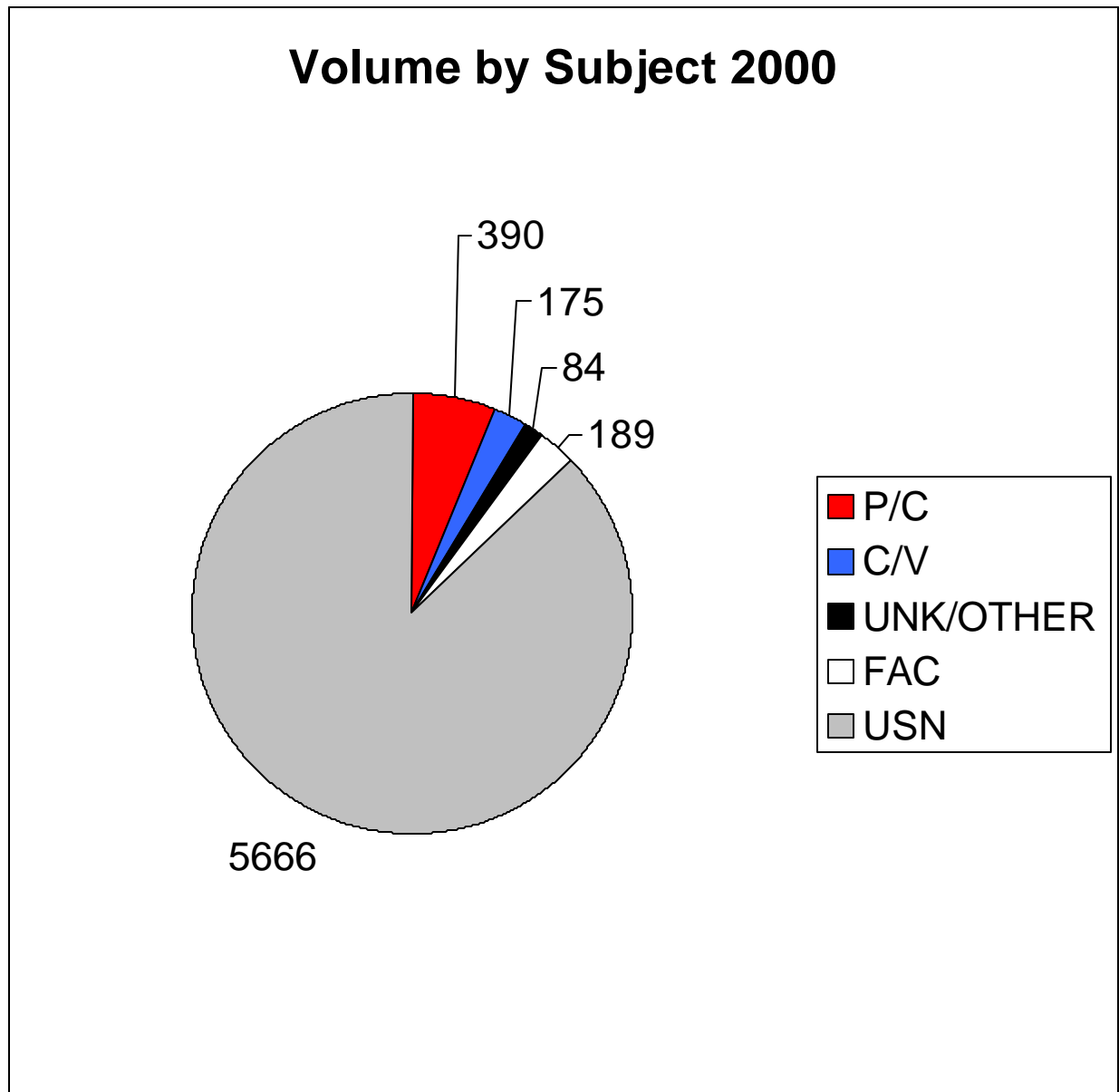
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Graph 1

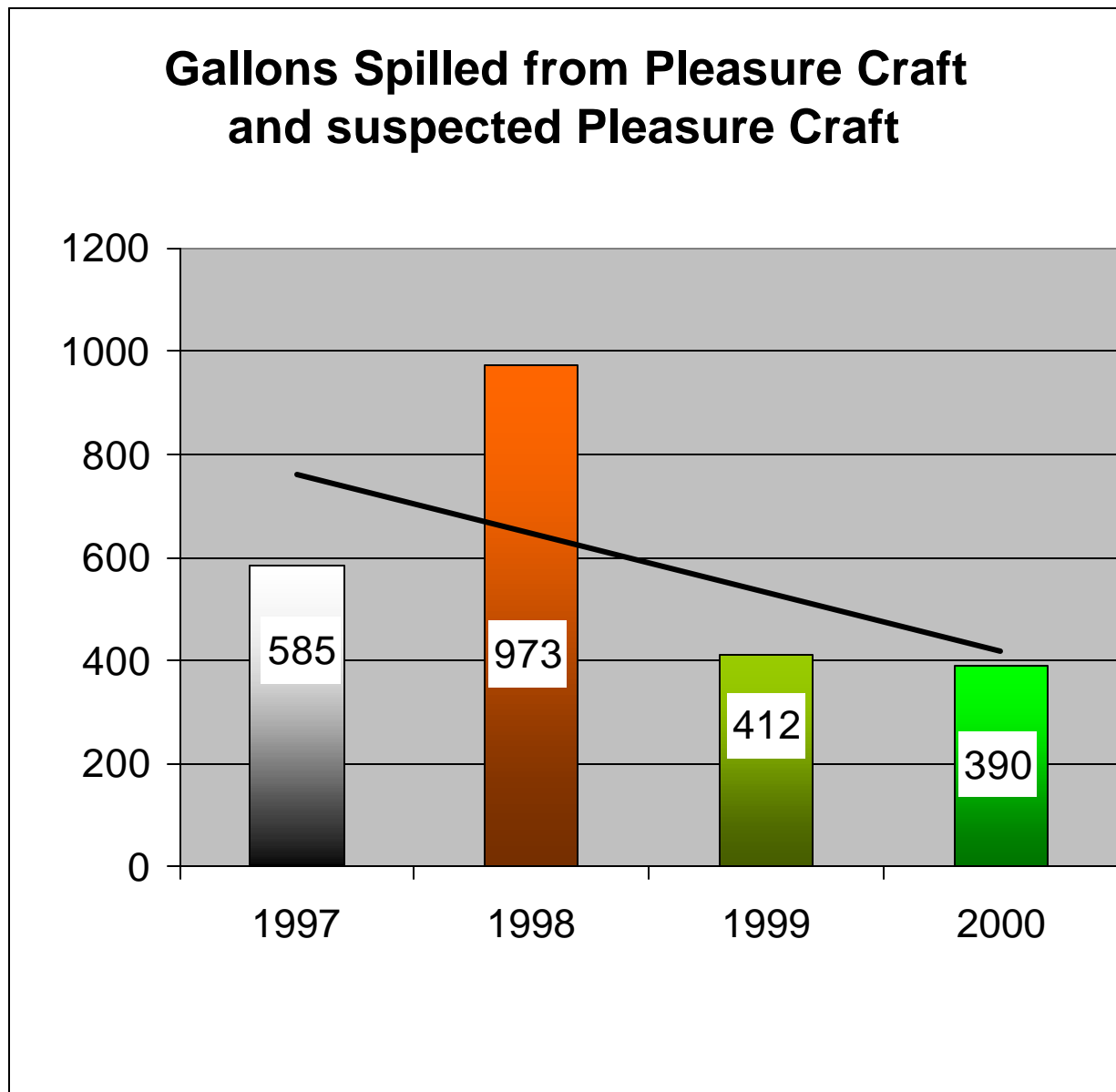


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Graph 2

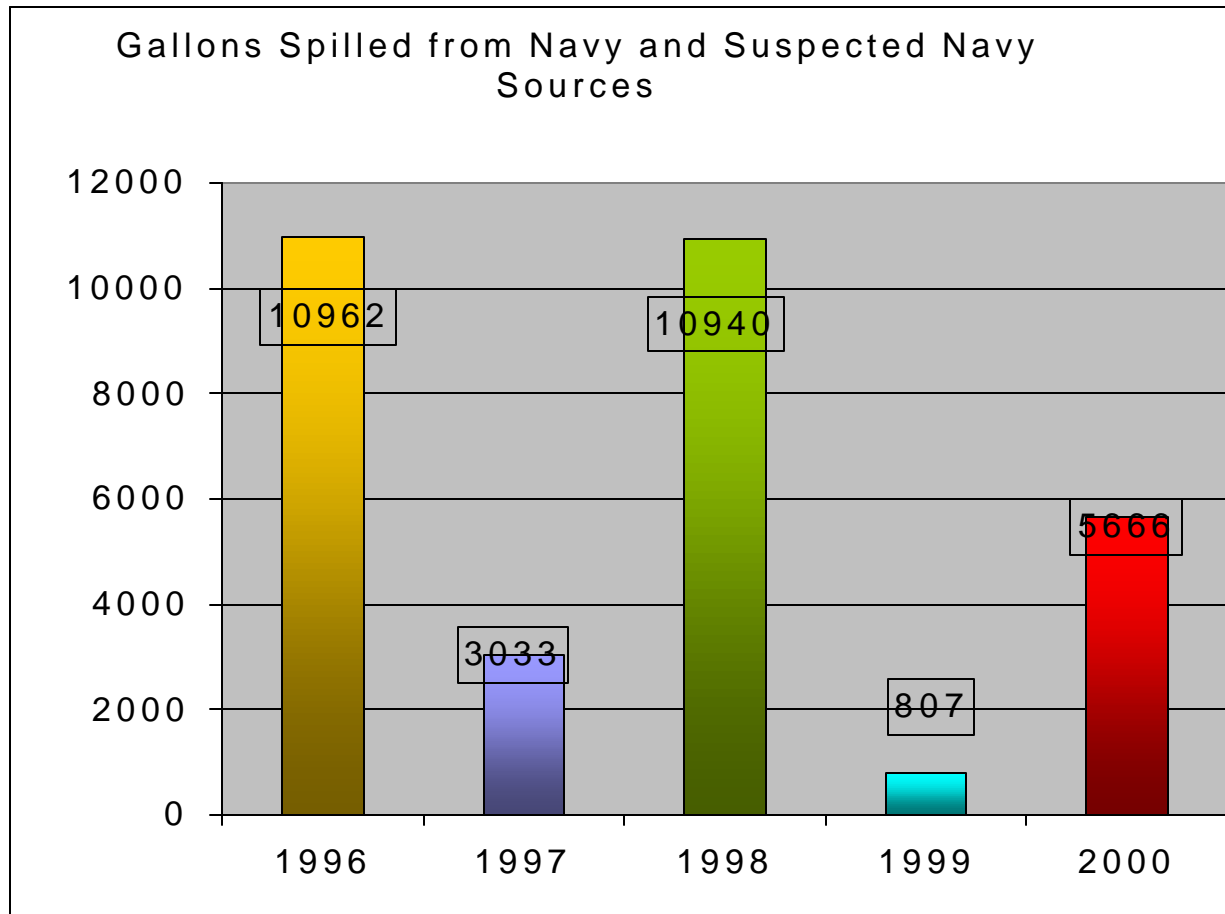


Graph 3



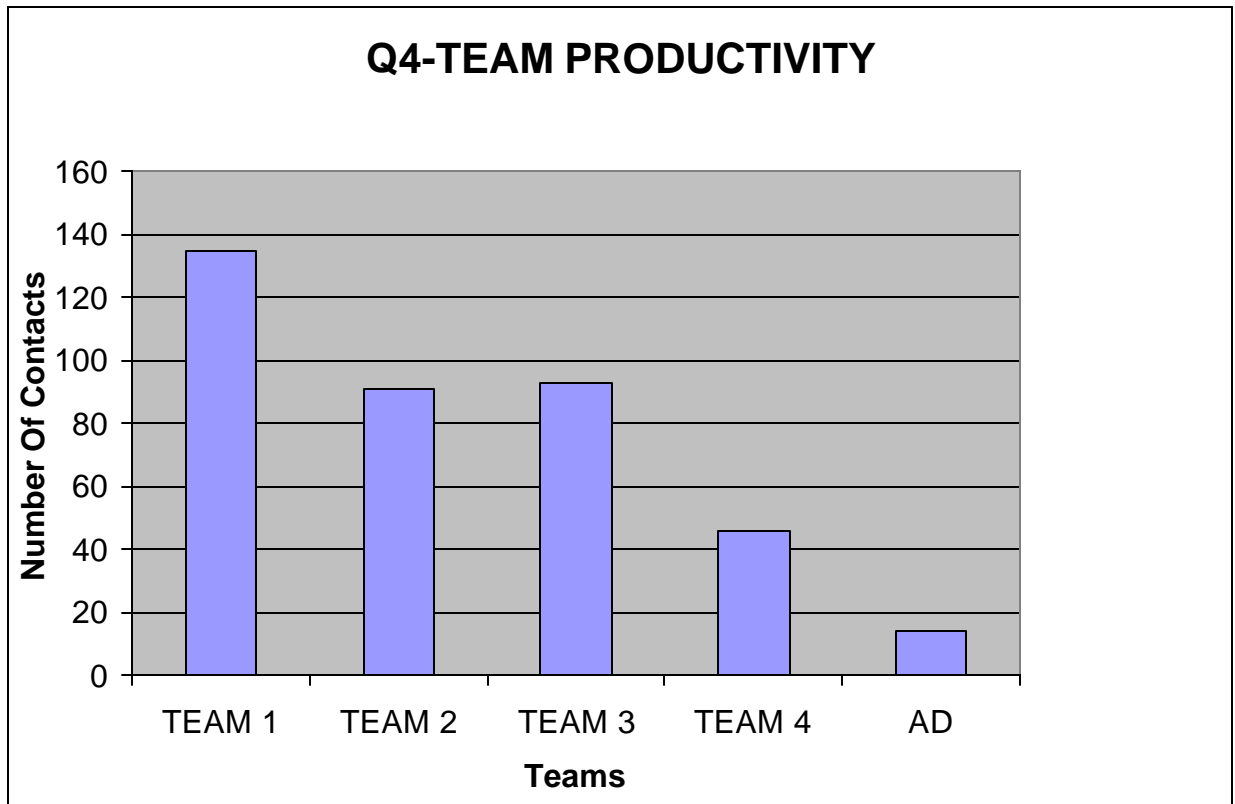
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Graph 4



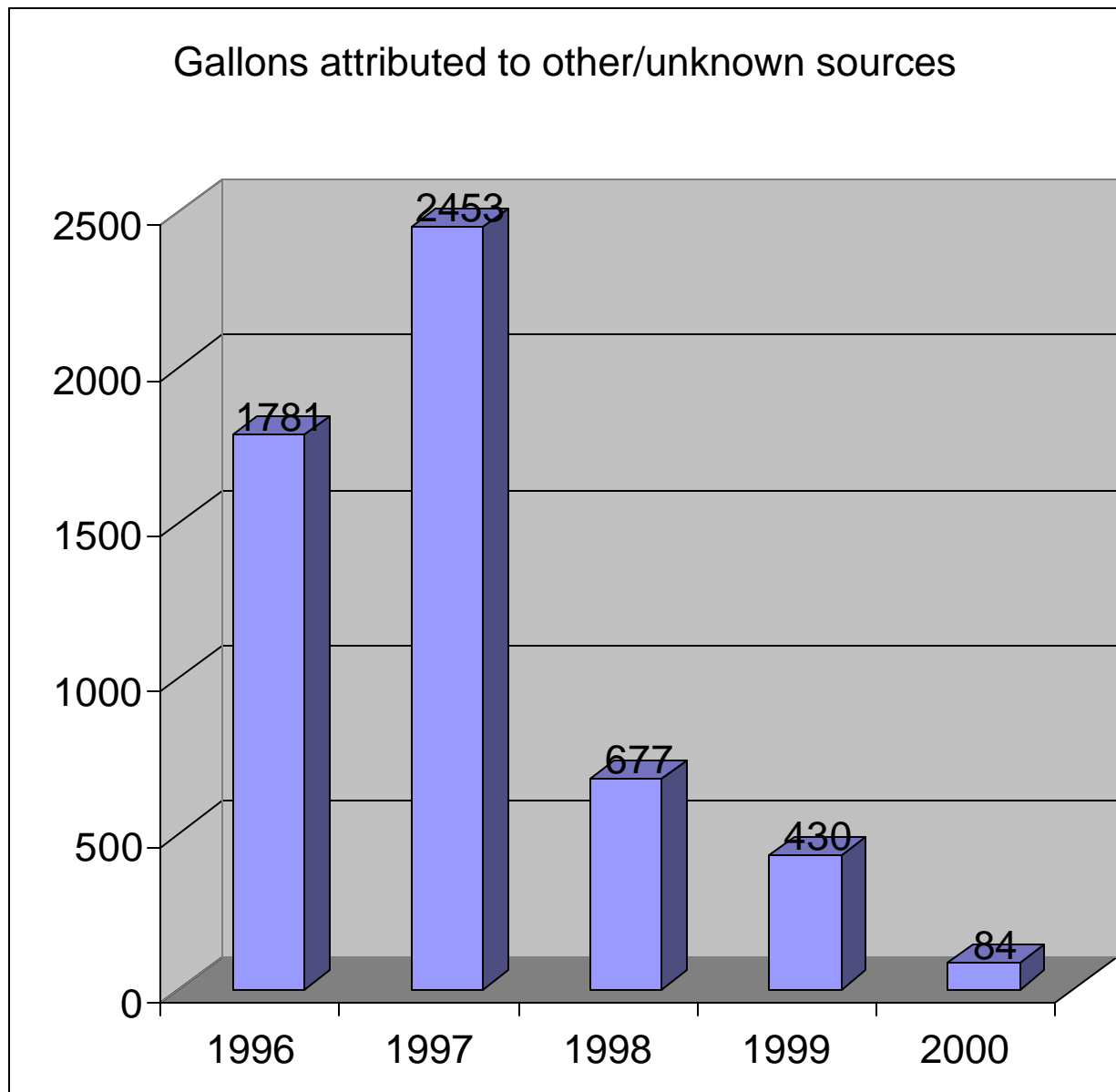
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Graph 5



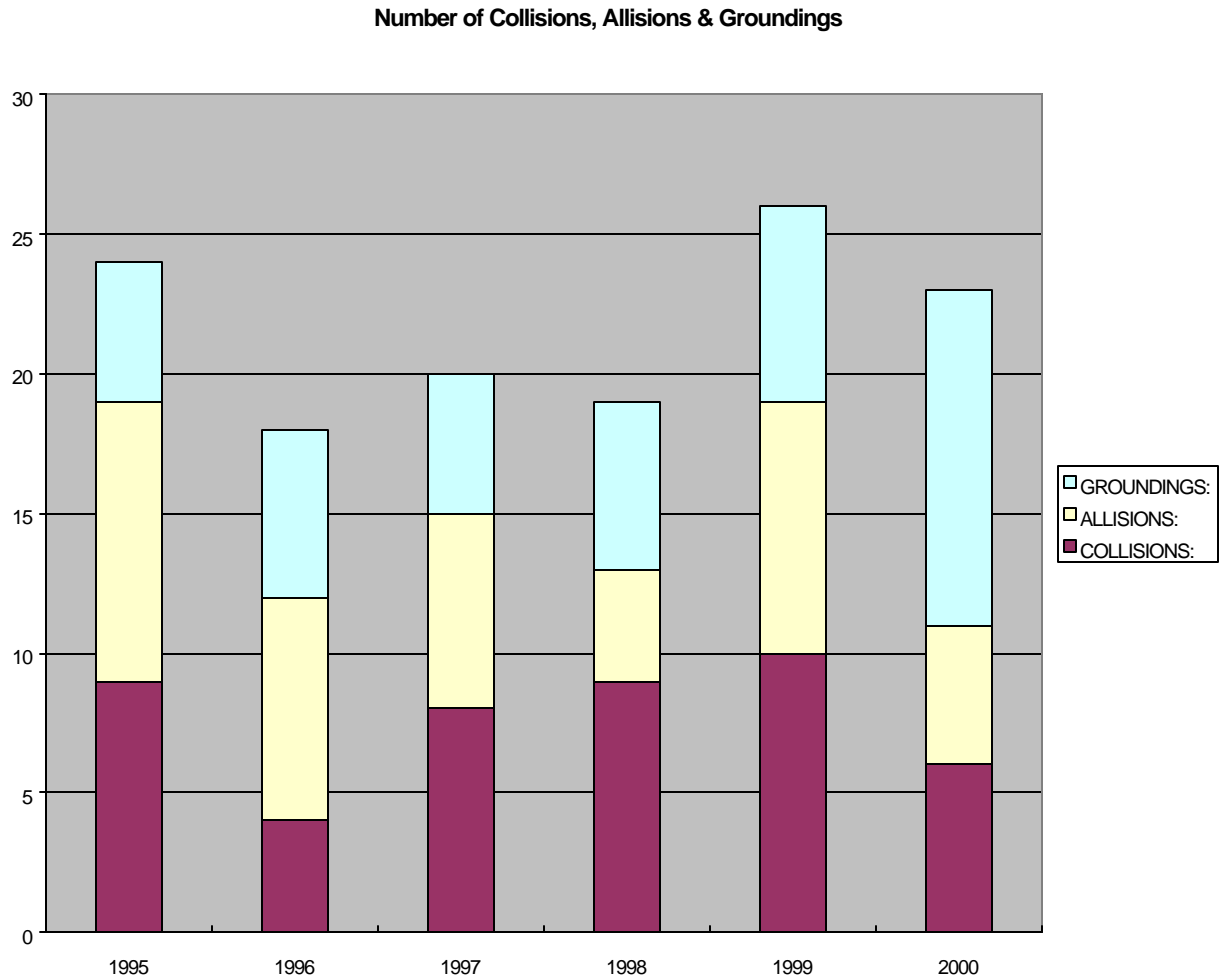
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Graph 6



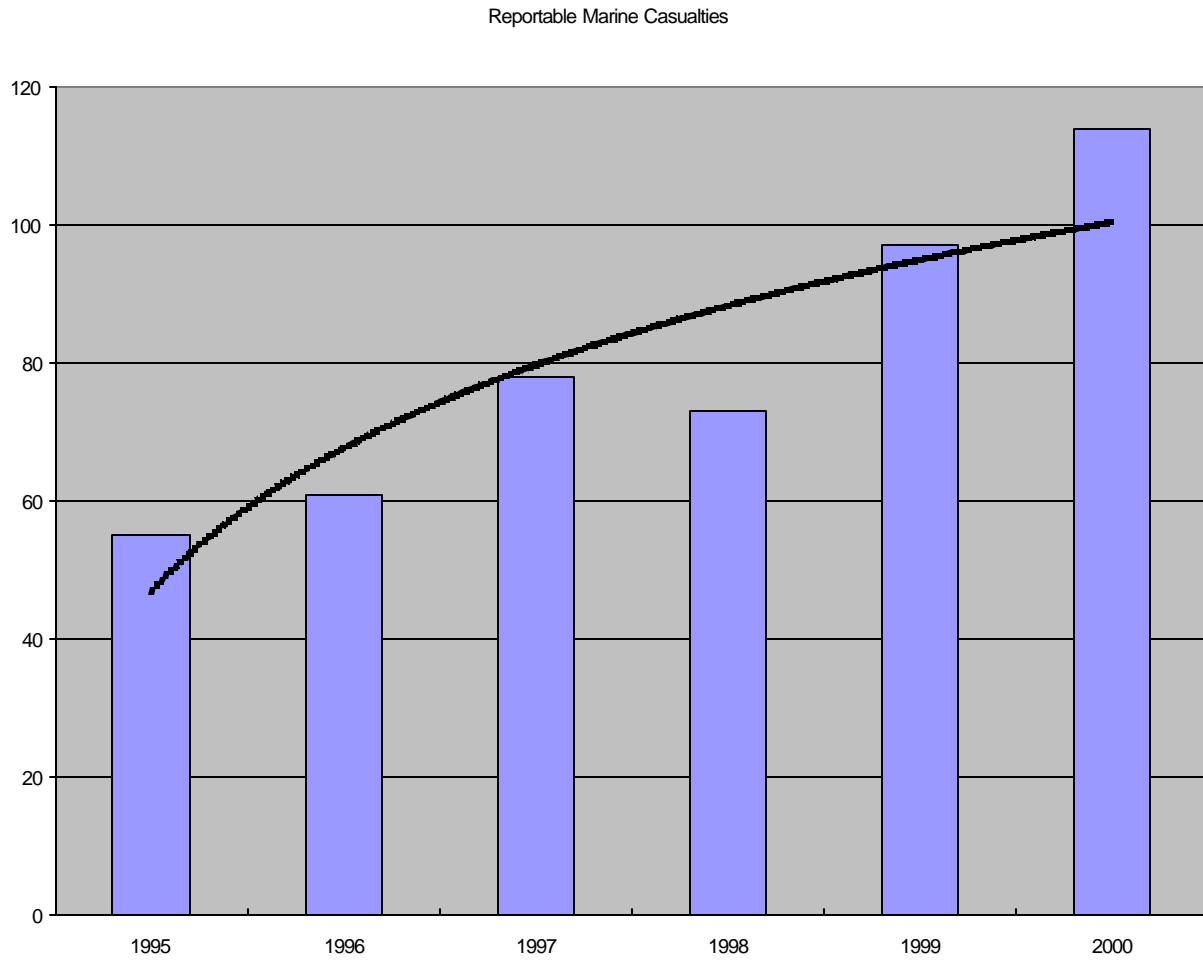
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Graph 7



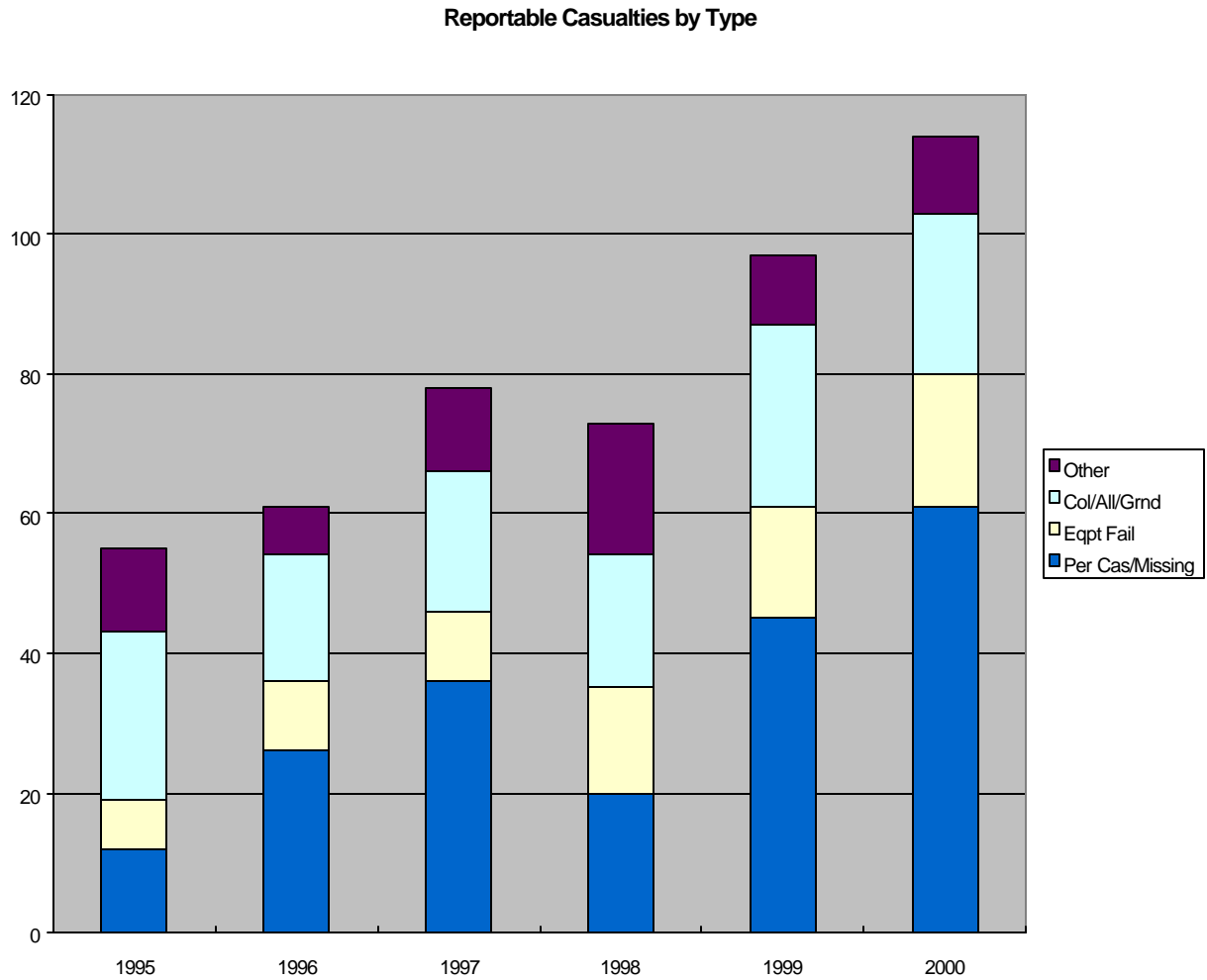
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Graph 8



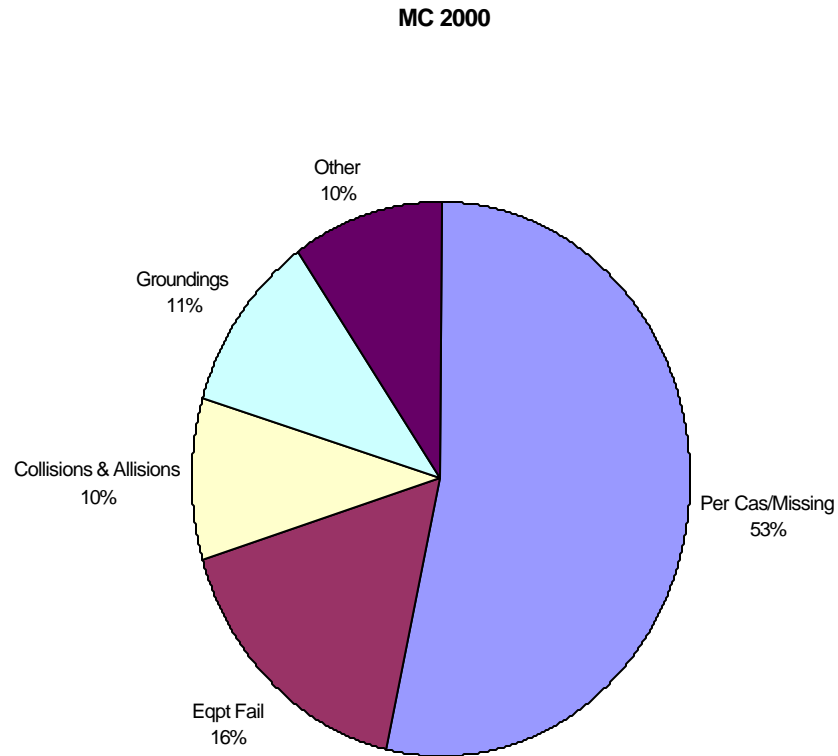
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Graph 9



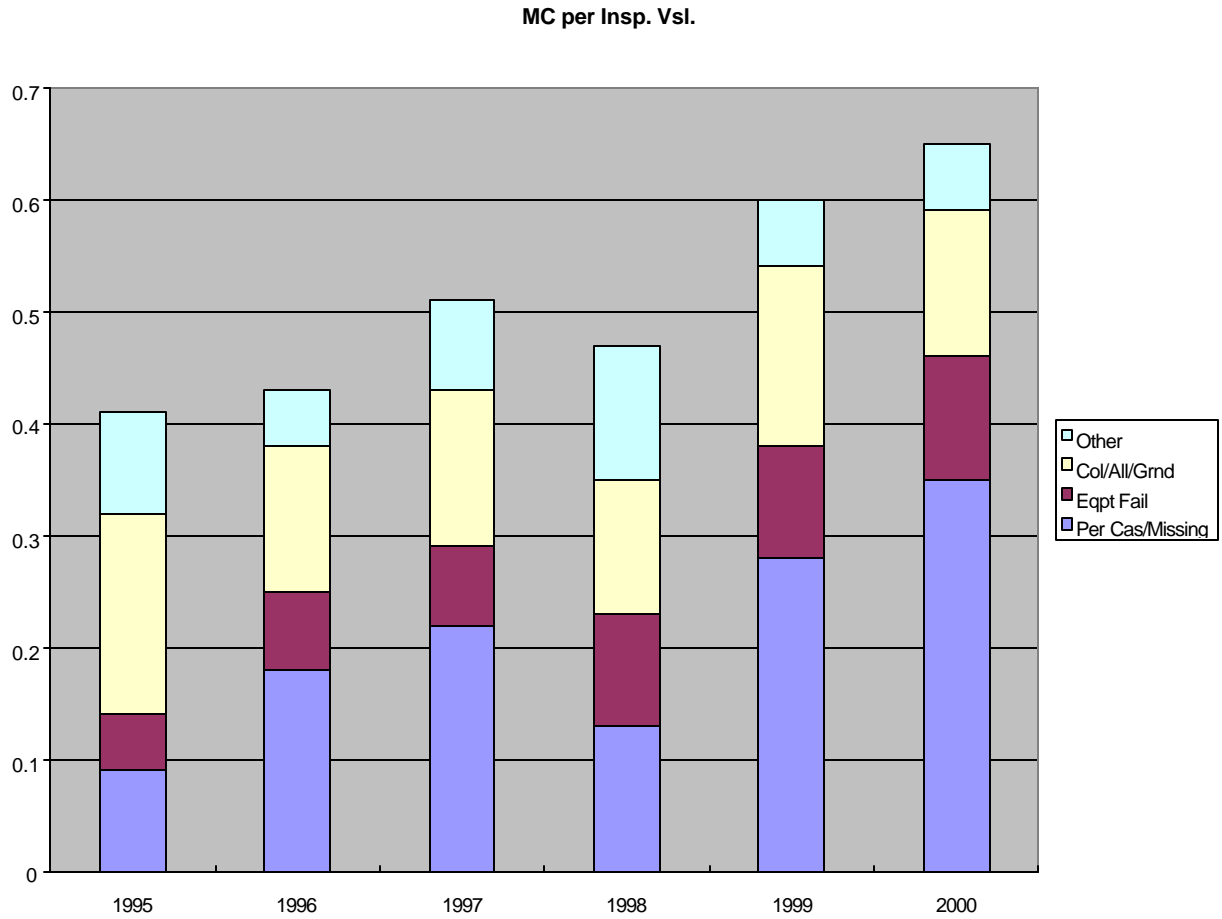
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Graph 10



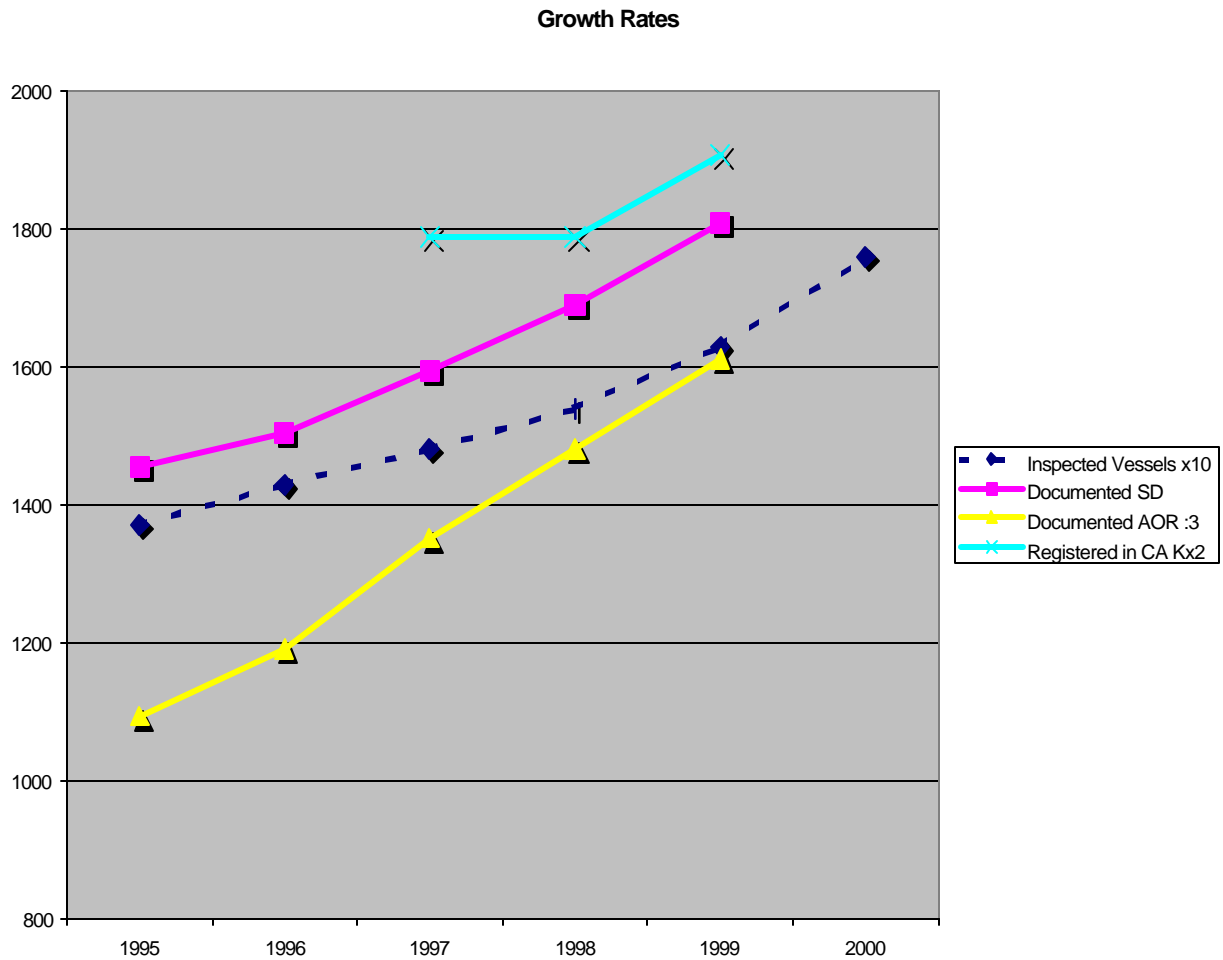
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Graph 11



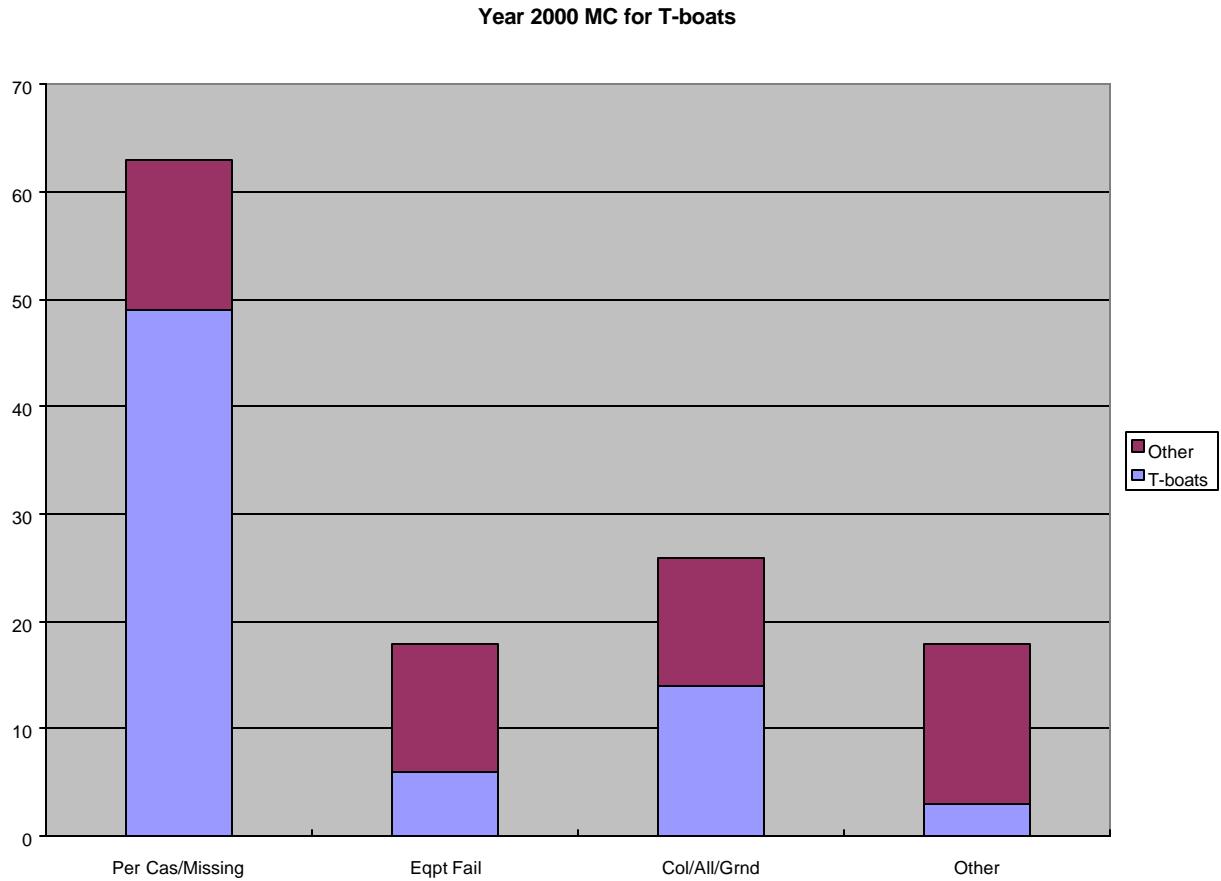
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Graph 12



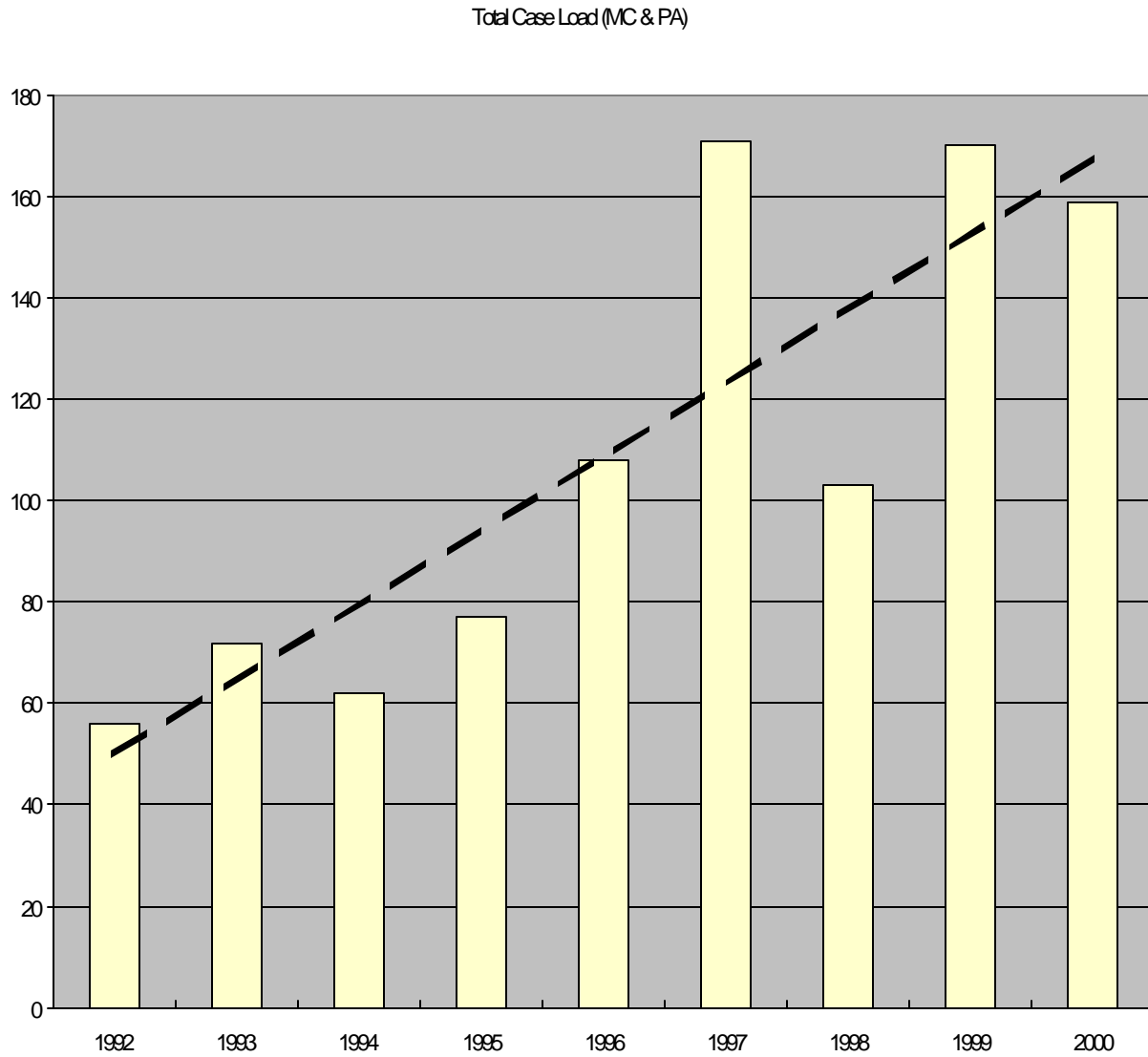
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Graph 13



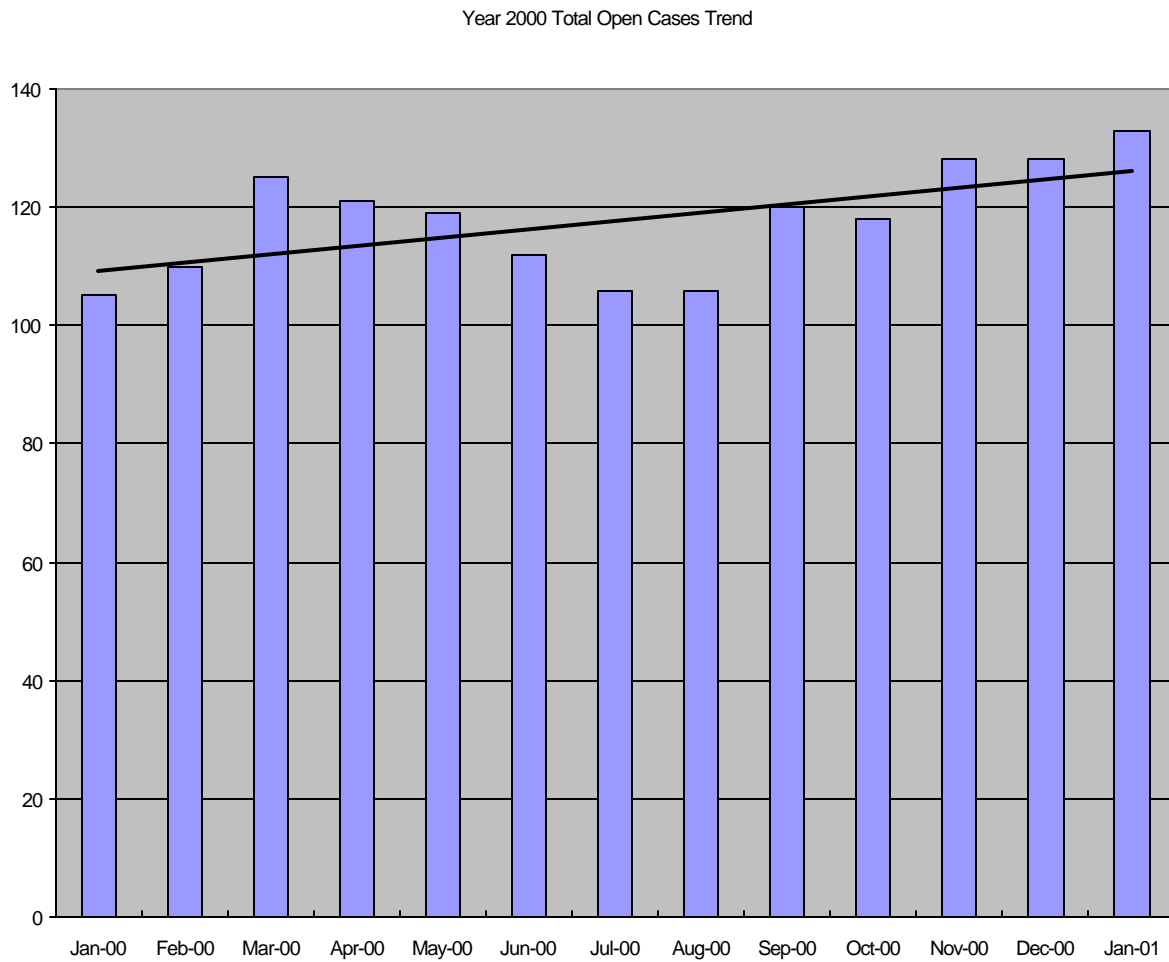
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Graph 14

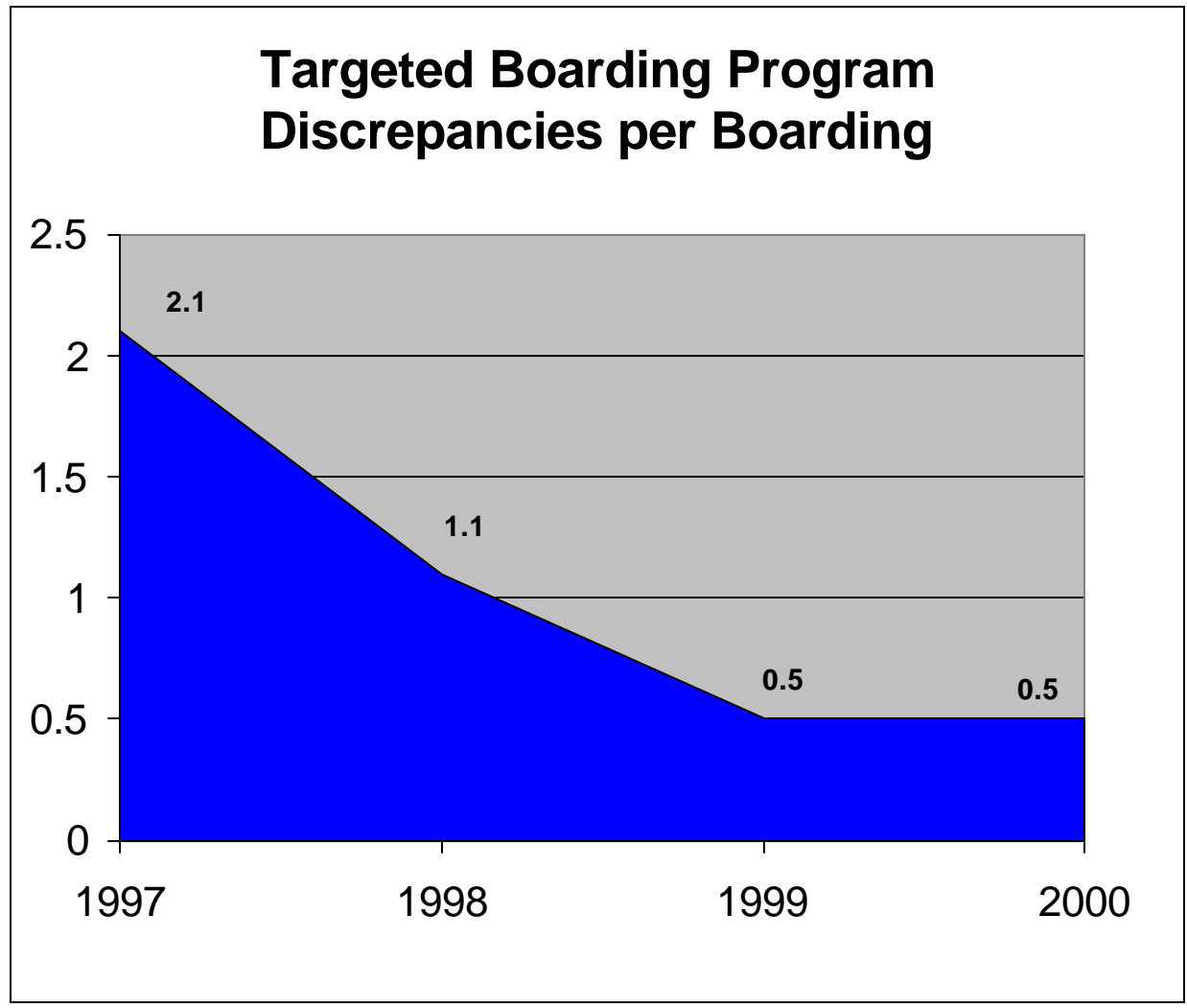


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Graph 15

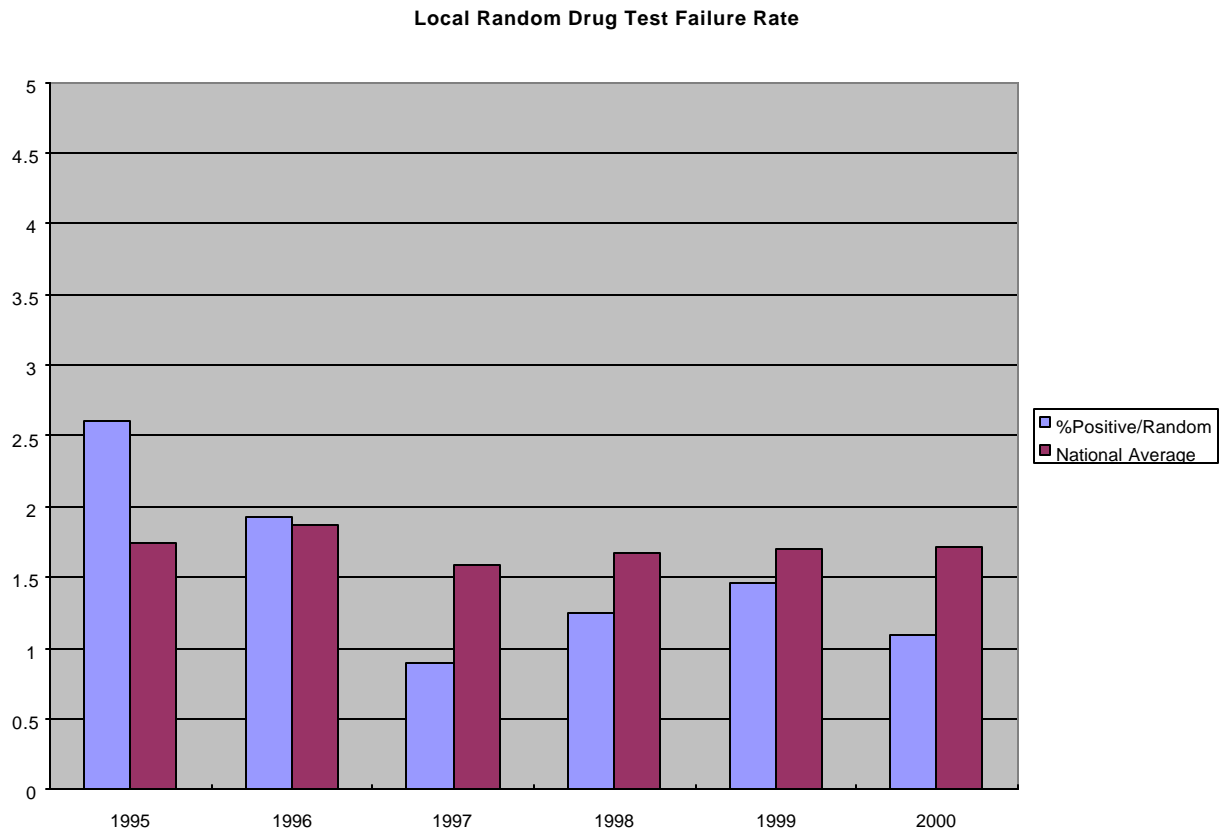


Graph 16



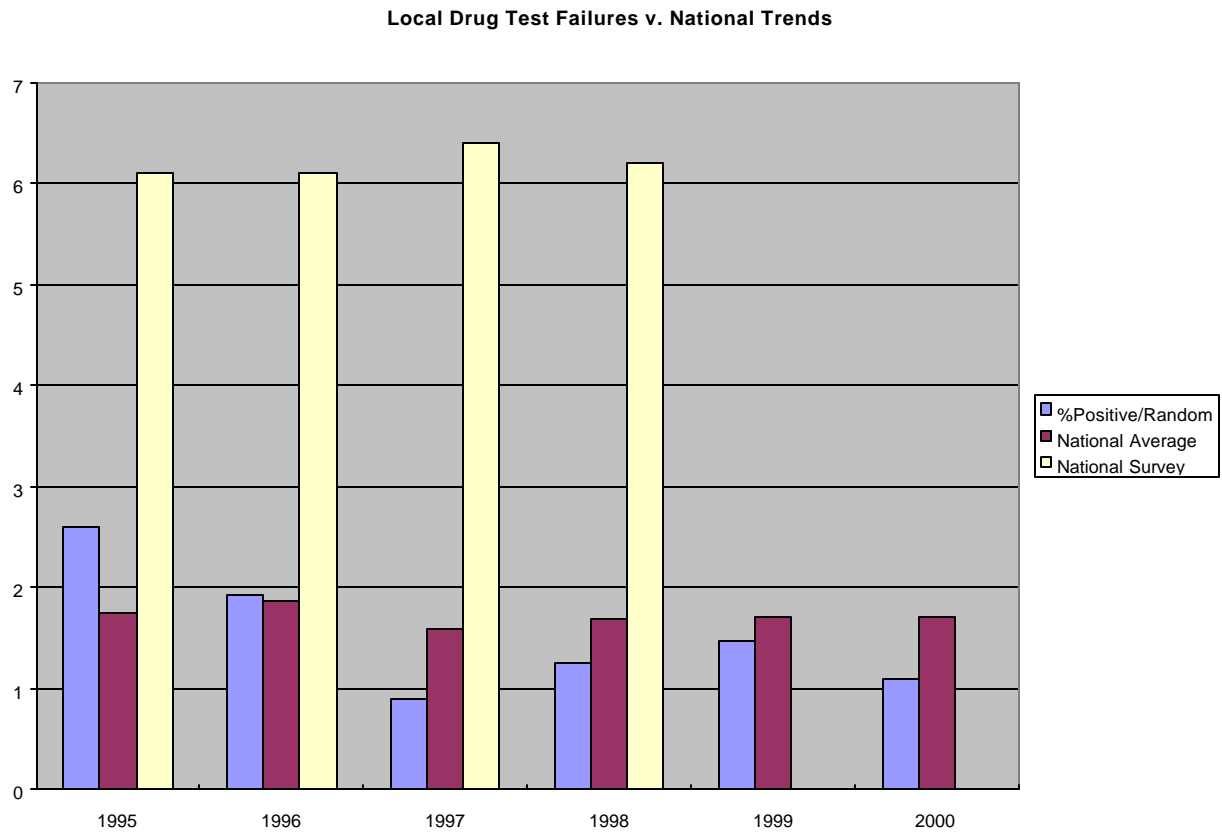
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Graph 17



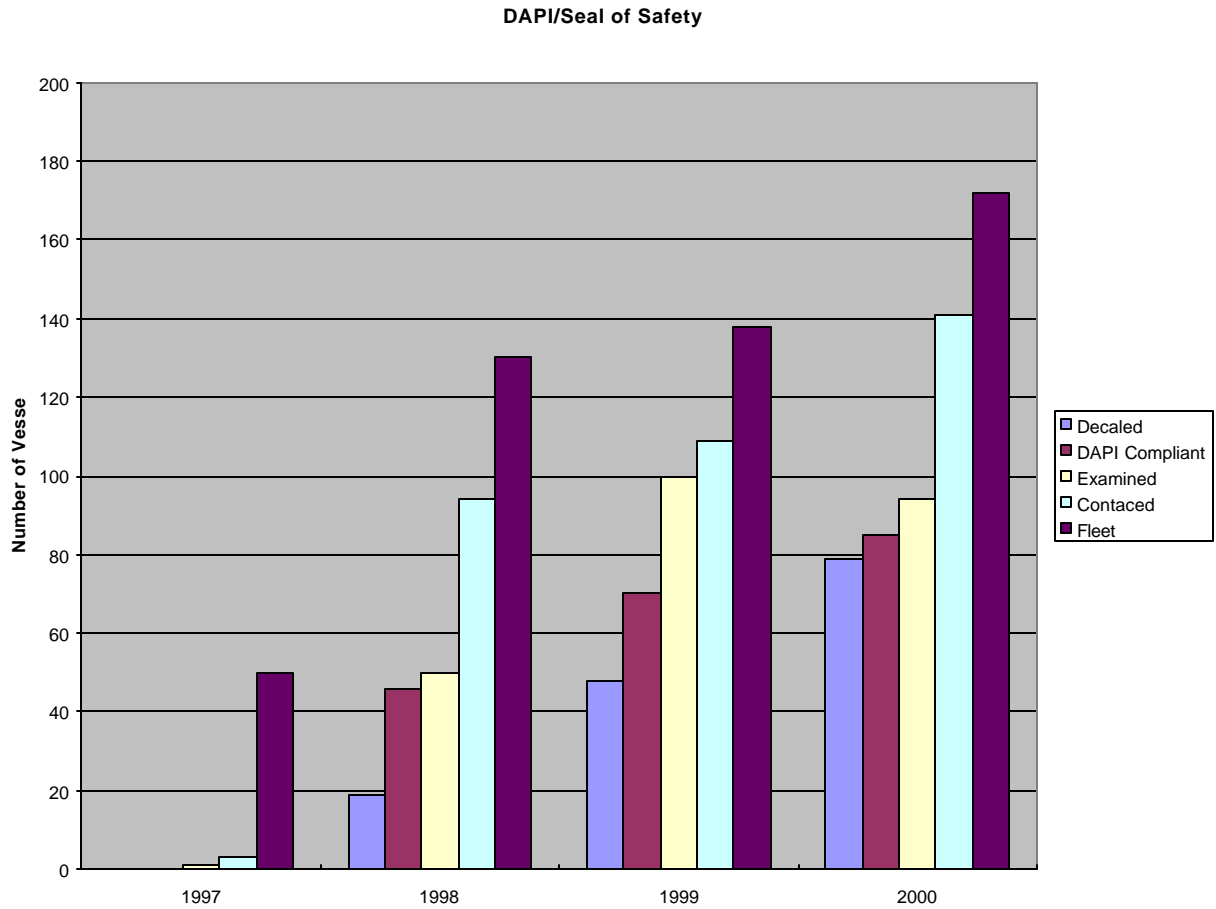
*Marine Safety Office San Diego
Business Plan 2000*

Graph 18



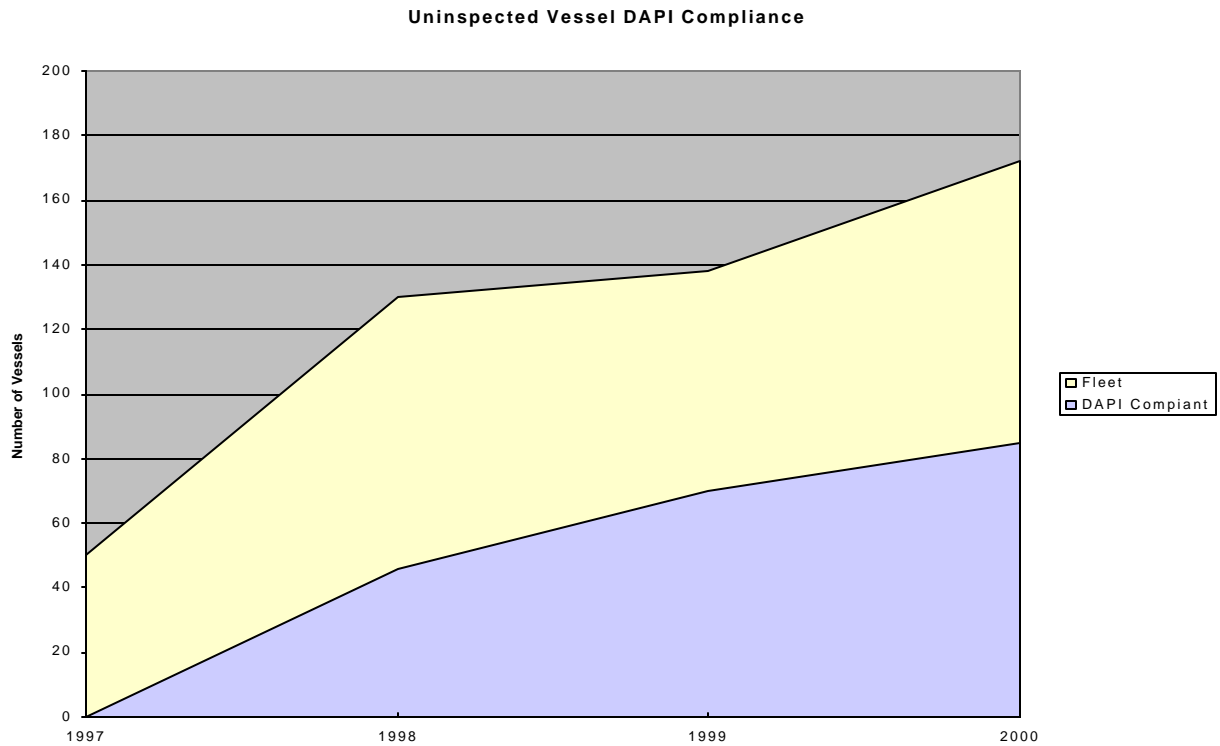
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Graph 19



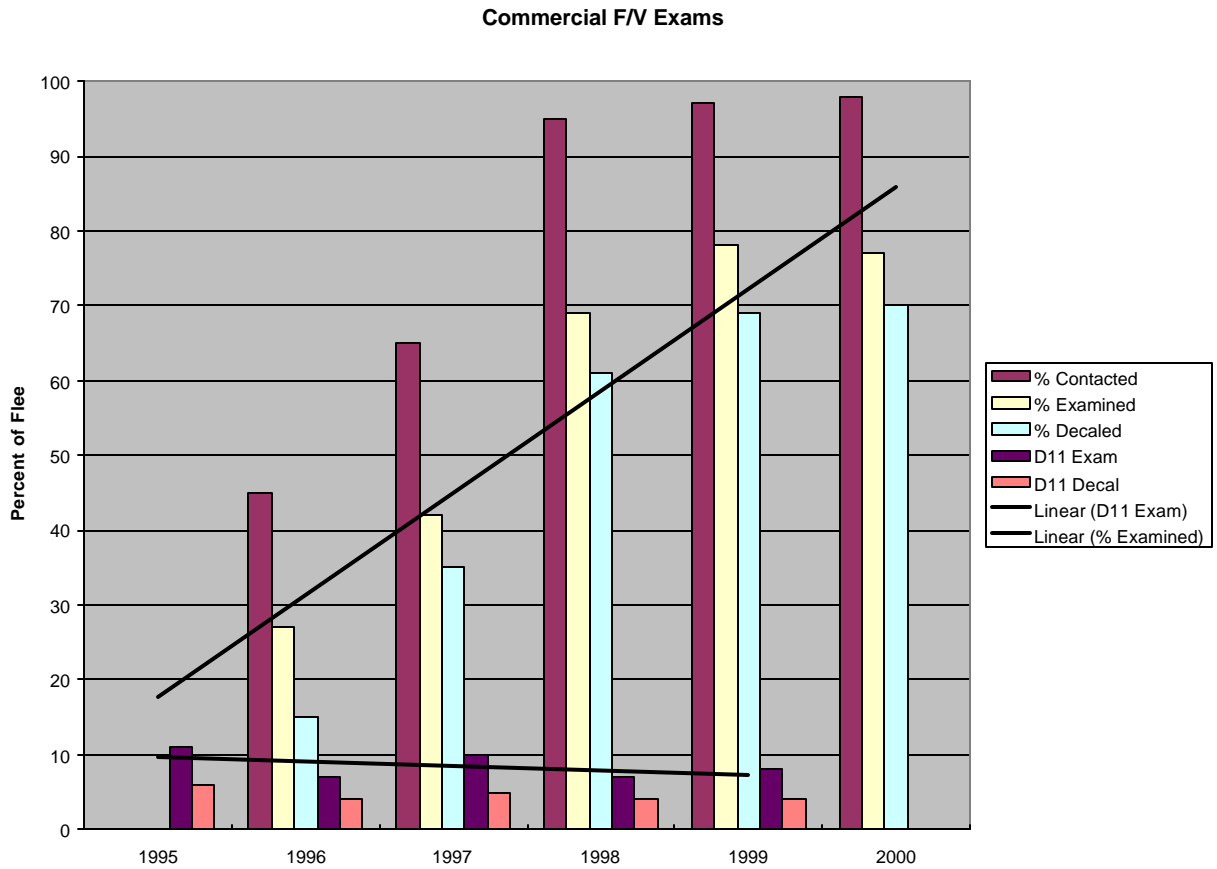
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Graph 20



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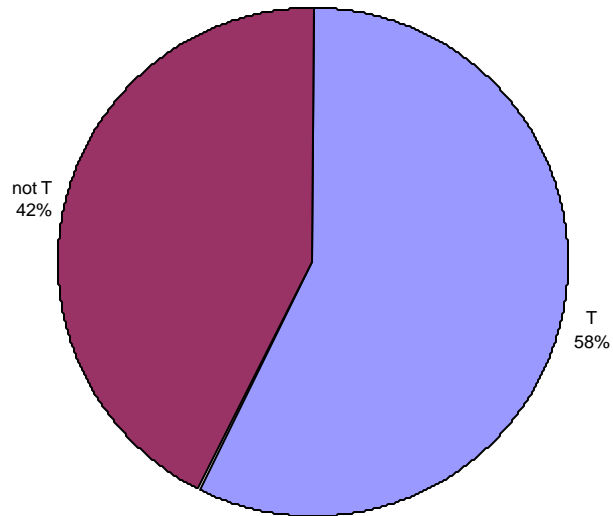
Graph 21



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Graph 22

Year 2000 Ratio of MC for T-boats



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Graph 23

